

## Appendix G – Proximity Planning Initiatives and Recommendations

### Acute Hospital Proximity Planning Initiatives

From				
VISN	STATION NAME	VISN	STATION NAME	MILES
1	West Roxbury, MA	1	Brockton, MA	20
1	Brockton, MA	1	Providence, RI	34
1	Providence, RI	1	West Roxbury, MA	42
3	Brooklyn, NY	3	New York, NY	10
3	Bronx ,NY	3	New York, NY	12
3	Bronx ,NY	3	Brooklyn, NY	22
4	Philadelphia ,PA	4	Wilmington ,DE	30
4	Pittsburgh, PA - Highland Drive & University Drive	4	Pittsburgh, PA - Aspinwall	
9	Nashville, TN	9	Murfreesboro, TN (Alvin C. York)	34
15	Kansas City ,MO	15	Leavenworth ,KS	38
16	Little Rock, AR	16	North Little Rock, AR	9
16	Gulfport, MS	16	Biloxi, MS	
22	Long Beach, CA	22	Greater Los Angeles HCS ,CA	31

### Tertiary Hospital Proximity Planning Initiatives

From		To		
VISN	STATION NAME	VISN	STATION NAME	MILES
3	Bronx, NY	3	New Jersey HCS (East Orange)	25
3	Bronx, NY	3	New York Harbor HCS - NY Division	12
3	Bronx, NY	3	New York Harbor HCS-Brooklyn	22
3	New Jersey HCS (East Orange)	3	New York Harbor HCS - NY Division	17
3	New Jersey HCS (East Orange)	3	New York Harbor HCS-Brooklyn	21
3	New York Harbor HCS-Brooklyn	3	New York Harbor HCS - NY Division	10
5	Baltimore, MD	5	Washington, DC	36
7	Augusta, GA	7	Columbia, SC	82
7	Charleston, SC	7	Columbia, SC	116
8	Bay Pines, FL	8	Tampa, FL	34
9	Lexington-Cooper Drive, KY	9	Louisville, KY	73
10	Cincinnati, OH	10	Dayton, OH	54
11	Ann Arbor, MI	11	Detroit, MI	46
21	Palo Alto-Palo Alto, CA	21	San Francisco, CA	35
22	Greater Los Angeles HCS	22	Loma Linda, CA	74
22	Greater Los Angeles HCS	22	Long Beach, CA	31
22	Loma Linda, CA	22	Long Beach, CA	76
22	Loma Linda, CA	22	San Diego, CA	101
22	Long Beach, CA	22	San Diego, CA	105

## Proximity Planning Initiative Recommendations:

### Recommendation – Consolidate Services

VISN	Proximity Facilities	Services for Consolidation
1	West Roxbury - Bedford - Brockton - Providence	Administrative consolidations including MCCR and Acquisition/Logistics. Consolidate inpatient psychiatry services.
3	NYHHCS (Brooklyn) - Bronx	Specialty Surgery: Shift of Joint Surgery to the Bronx campus if costs cannot be equalized. Specialty Surgery: Shift of Joint Surgery to the Bronx campus if costs cannot be equalized.
3	NYHHCS (NY) - Bronx	Dialysis: Potential consolidation of care at the Bronx if costs cannot be equalized. Specialty Surgery: Shift of Joint Surgery to the Bronx campus if costs cannot be equalized.
3	NYHHCS (Brooklyn) - East Orange	Radiation Therapy: Potential consolidation of care at Brooklyn if costs cannot be equalized. Specialty Surgery: Potential shift of Vascular and Joint Surgery to East Orange if costs cannot be equalized.
3	NYHHCS (NY) - East Orange	Specialty Surgery: Potential shift of Vascular and Joint Surgery to East Orange if costs cannot be equalized.
3	NYHHCS NY Division - NYHHCS Brooklyn	Vascular Surgery (BK 2009), major Orthopedic Surgery (NY 2009), Ophthalmology Surgery (BK 2009), Gynecology (BK 2003), Cardiac Pacemaker (EPS) (BK cardiac cath lab & NY OR 2006), Oncology Program (BK 2006), Diagnostic Invasive Cardiology (NY 2006).
3	Bronx - East Orange	Spinal Cord Injury: proposed consolidation of SCI/D beds at the Bronx to be delayed (program direction has already been consolidated at the Bronx). Specialty Surgery: Potential shift of pelvic and hip Surgery to the Bronx if costs cannot be equalized.
5	Baltimore - Washington	Both facilities will continue to investigate clinical and administrative program efficiencies, e.g. radiation therapy, brachytherapy, warehouse functions.
9	Nashville - Murfreesboro	The VISN recommended the Complementary Mission approach. This approach results in the Nashville campus retaining the tertiary level programs as well as the major inpatient acute surgical and medicine program presence. The York campus integrating the acute inpatient psychiatry program with the current long-term psychiatry efforts as well as maintaining the major roll in long-term care and geriatrics. The presence of a limited number of acute medicine beds at the York campus was seen as essential to support the presence of the large psychiatry and geriatric populations and as more efficient than having to move patients by ambulance between the two campus sites. Some redundancy in support services would exist but was seen as minimal and necessary to support the large outpatient programs at both sites. Laboratory is consolidated at one site but radiology support is necessary, at different levels, at both sites. Major high cost programs as Invasive cardiology, Hemodialysis, Joint Replacement, Vascular Surgery, Neurosurgery, Interventional Radiology and Transplant would be provided at Nashville campus only.

### Recommendation – Consolidate Services (continued):

VISN	Proximity Facilities	Services for Consolidation
10	Cincinnati - Dayton	<p>Current Consolidation of Services include: Neurosurgery (at Cincinnati), Laboratory Services (ongoing consolidation to Cincinnati), Food Service (Dayton), Acquisitions and Materiel Management Service, Laundry Services (Dayton), Chaplain Service.</p> <p>Future consolidations will include:</p> <ul style="list-style-type: none"> <li>▪ Invasive Cardiology/Open Heart Surgery (to Cincinnati in 2008)</li> <li>▪ Develop a Joint Home Dialysis Program in 2004</li> <li>▪ Joint Replacement Surgery (Dayton in 2006)</li> <li>▪ Vascular Surgery (Cincinnati in 2006)</li> <li>▪ Interventional Radiology (Cincinnati in 2006)</li> <li>▪ Rheumatology (Cincinnati in 2006)</li> <li>▪ Radiation Therapy (Dayton in 2004)</li> <li>▪ General Surgery/Urology (Consolidate to Surgical Center at Fairfield/Hamilton CBOC in 2007).</li> </ul>
11	Ann Arbor - Detroit	<p>Current Consolidation of Services include: Cardiac surgery, neurosurgery, interventional cardiology, cochlear implant, GYN. Cytopathology, nuclear medicine, sleep lab. GRECC, HSR&amp;D, contract administration, Prosthetic Management.</p> <p>Future consolidations to be considered are: home oxygen management, HR- classification, and Radiology interpretation.</p>
15	Kansas City - Leavenworth	Data supplied by the network indicates that KC cannot absorb LVN workload in a cost effective manner. As a result the realignment plan developed by the Secretary's Advisory Board for Topeka and Leavenworth including NHCU, psychiatric services and day surgery is continued.
21	Palo Alto - San Francisco	<p>Present VISN level consolidations include: Finance, Asset Management, and Acquisition. Services to be consolidated at Palo Alto include Warehousing, Disposal of Gov. Property, Recycle Program, Grounds and Transportation, Prosthetics Purchasing, IRM Help Desk, Police Training, LTC for dementia and neurobehavioral problems (including substance abuse), Electro Convulsive Therapy (ECT), LTC for Chronically Mentally Ill and laboratory contract testing.</p> <p>Services to be consolidated at San Francisco include Reproduction, HR, Parkinson's Disease and Epilepsy Surgery and Brain Mapping, Portions of Neurosurgery including Stereotactic Radiosurgery (including Gamma Knife), Brain stem auditory evoked responses, Somato sensory evoked potentials, All surgery requiring intra-operative spinal cord and root monitoring, Electronystagmographs, Brachytherapy for Prostate Cancer, Endovascular, embolism of AVM, Mohs Surgery, Portions of Radiology including Neuroradiology through increased use of PACS, All Dental Surgery including Dental Implantology, and Portions of Laboratory Services.</p>
22	Greater LA - Long Beach	Current Consolidation of Services includes: Network Business Center & DSS, HR, Fiscal, IT, OWCP, Prosthetics, as well as a consolidated nutrition & Food service between GLA & LB. They are looking at further opportunities within Geriatrics and Mental health.

## Recommendation – Maintain Status Quo

VISN	Proximity Facilities	Services
8	Bay Pines - Tampa	VISN 8 recommends Status Quo, but indicates that the following consolidation opportunities will be assessed: Lab. Services, mail out prosthetics, Nutrition & Food/ Canteen, MCCF, safety program, construction & interior design, transportation, engineering functions.
22	Loma Linda - Long Beach - Greater LA	VISN 22 has already implemented administrative consolidations including the Network Business Center and Decision Support System (DSS). We have also initiated administrative consolidations with Human Resources, Fiscal, Information Technology, and OWCP. One clinical consolidation – prosthetics has been completed within the Network. Other clinical consolidations continue to be explored.
22	San Diego - Long Beach - Loma Linda	VISN 22 has already implemented administrative consolidations including the Network Business Center and Decision Support System (DSS). We have also initiated administrative consolidations with Human Resources, Fiscal, Information Technology, and OWCP. One clinical consolidation – prosthetics has been completed within the Network. Other clinical consolidations continue to be explored.
22	GLA- Loma Linda	VISN 22 recommends Status Quo. Current Consolidation of Services include: Network Business Center & DSS, HR, Fiscal, IT, OWCP, Prosthetics. GLA- LL will look at Lab., Radiology, Cardiac Surgery and Radiation Therapy.
7	Augusta - Columbia - Charleston	VISN 7 proposes status quo, since no additional consolidations of services are feasible, and the CARES model projects significant needs for additional capacity in specialty care and medicine. Consolidations have already taken place in the areas of cardiac surgery, neurosurgery, invasive/interventional cardiology, orthopedics, and administrative services.
4	Philadelphia - Wilmington	Radiation therapy, cardiac, major orthopedic, and neurosurgery, and the complex care patients are referred from Wilmington to Philadelphia. Laboratory services are consolidated with Philadelphia

## Recommendation – Facility Closure

VISN	Proximity Facilities	Services
4	Pittsburgh UD - Pittsburgh HD - Pittsburgh Aspinwall	Pittsburgh Highland Drive
16	Gulfport - Biloxi	Gulfport

## Recommendation – Other

VISN	Proximity Facilities	Recommendation
3	NY Harbor HCS NY-Brooklyn	Develop plan to consider feasibility of consolidating acute inpatient care at Brooklyn. Maintain outpatient services (primary and specialty) in Manhattan at existing or new site. Enhance use Manhattan campus.
9	Lexington - Louisville	Study in next Strategic Planning Cycle
16	Little Rock - North Little Rock	Already consolidated; removed from proximity list